

Control Number : GOOG-AT-MDL-009483895

All Custodians : Dan Taylor, Sam Temes

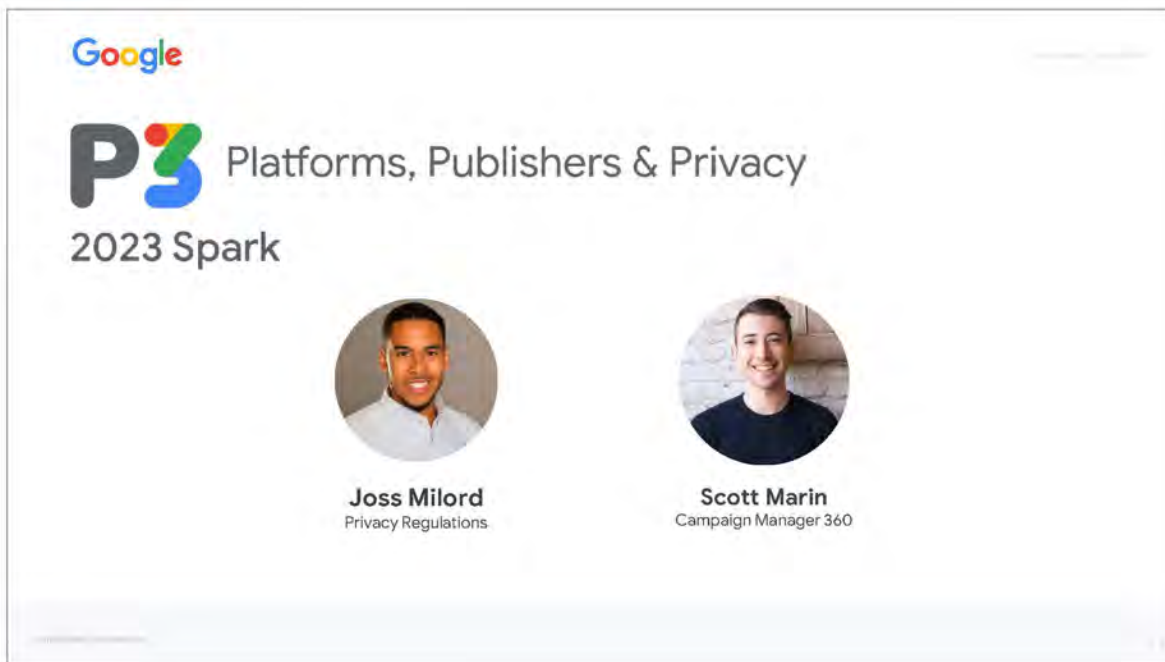
Custodian : Dan Taylor

Date/Time Created : 3/22/2023 4:55 PM

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MODIFICATION DATE : 4/17/2023 11:51 PM

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P2 Annual Plan

## 2023 P3 GPL **Business** priorities


02 2023 Priorities

*Grow publisher and advertiser revenue through innovative solutions that ensure user trust in an evolving and privacy-focused ads landscape.*




### Automation & Unified Marketing

Double-down on Google's pivot to automation and cross-media across buying doors. Make modeling & x-media table stakes for excellence in digital marketing



### First Party Data


Build a strong foundation of solutions for advertiser and publisher first party data to drive optimization, monetization and measurement




### Privacy & Regulatory

Evolve ads the industry to protect user privacy; get on the front foot with emerging regulations across competition, privacy and content

Google




Platforms, Publishers & Privacy GPL: Who we are




Platforms, Publishers & Privacy GPL - | [View Profile](#)

Vera Arthur  
EVP




Advertiser platforms, Audiences (A2), Data, and Display (D2)

Sam Terres



Ads Privacy

Kavata Mbonoo



Publisher Platforms

Dierdra Jones


<b>CDA</b> T. Pindexter	<b>DV360</b> N. Dharcowa	<b>Adv. Platforms</b> C. Chen	<b>Data &amp; Audiences</b> D. Trappenstein	<b>Ads Privacy</b> J. Adams	<b>User &amp; Regs</b> E. Weiss	<b>K. Lebelau</b> Sandbox	<b>Web</b> S. Chabot	<b>Apps</b> N. Ismail	<b>Privacy</b> K. Fletcher
A. DiLallo Privacy	C. Friedman Bidding & GdP	S. Martin Omni Strategy	J. Puzosbaum Sales & Law	L. Knig Web	L. Vider Regs	R. Anza Sandbox	L. Punsell Audience & Data	S. Choi Tech / DP Support	S. Morris Regulatory
Y. Shachar Privacy & Intel	E. Terrones Data	E. In Power ACS / AP Integration	B. Chang D2C & Audiences	L. Tong Customer Support	M. Guidice Apps	A. Hursh Regs	C. Ozanar API (Threats)	Praghee V. Billing	S. Gupta Web Privacy
T. Connor Recovery Mktg	K. Traynor Measurement & Experiment	Alexia McIlwain AP Enterprise	M. Weinstein Data / Privacy	H. Lee Regulatory / Privacy	Ran K. Activation	Alberto RG User	L. Sell Ad & OS	S. Luo Technical Support	D. Quinlan Web Privacy (external)
K. Davis Forensics & Inv			E. Phillips ID / Integrations	M. Forsythe Data (People & ID) Audiences	S. Sheehyway TVC / Ad		Y. Wilbur Investigative	W. Gao Investigative LAPP	José Mirold Regulatory & Funding Channel
			H. Regis OTI / Investigative				B. Vutfov Regulatory / Data	Ryan Shute App Privacy	

55


## Some key strategic questions in 2023

02

2023 Priorities




As we pivot more meaningfully towards cross-media in Google Ads, how will GDA's go-to-market evolve?



With First-Party Data as an imperative, how much will ingestion of it on the buy-side and enablement of solutions for the sell-side actually drive performance and scale?



How will our publisher and advertiser platforms stay focused on differentiated value in an increasingly fragmented identity landscape facing massive regulatory pressure?

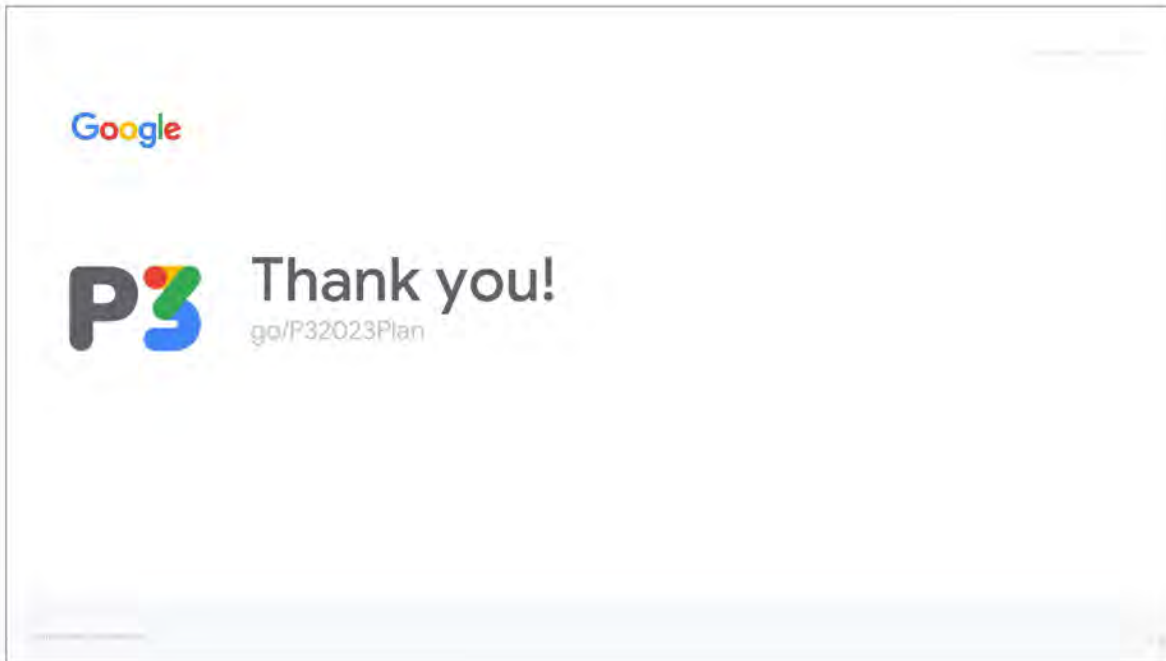


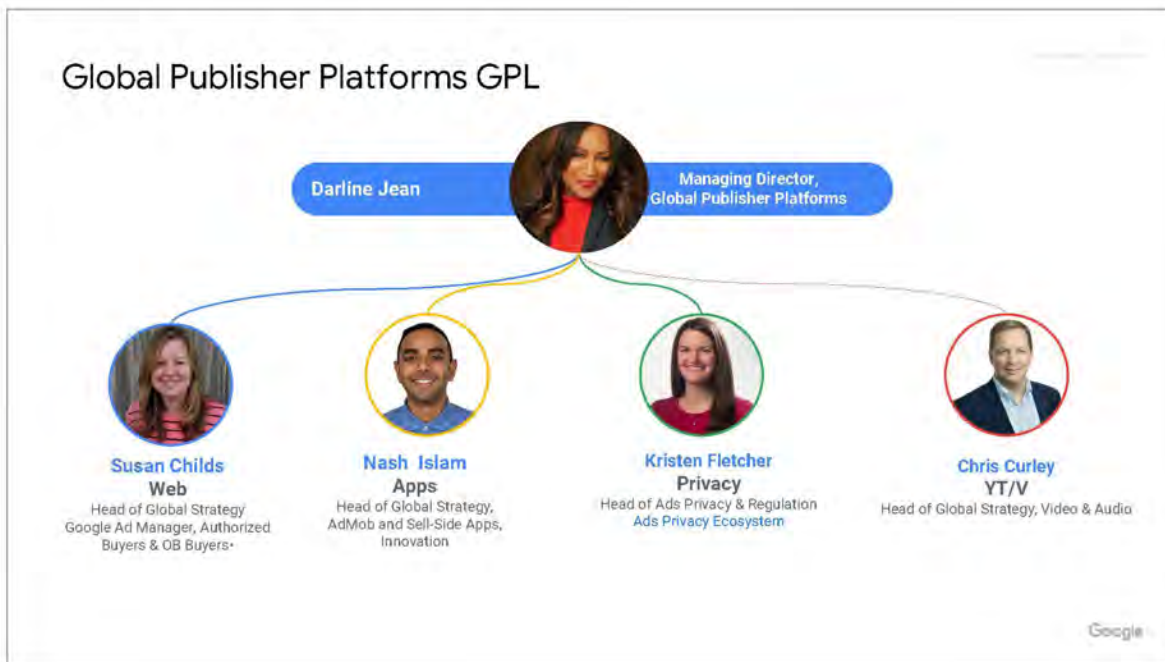
Will the privacy sandbox deliver enough utility and privacy to deliver its market adoption and privacy goals?



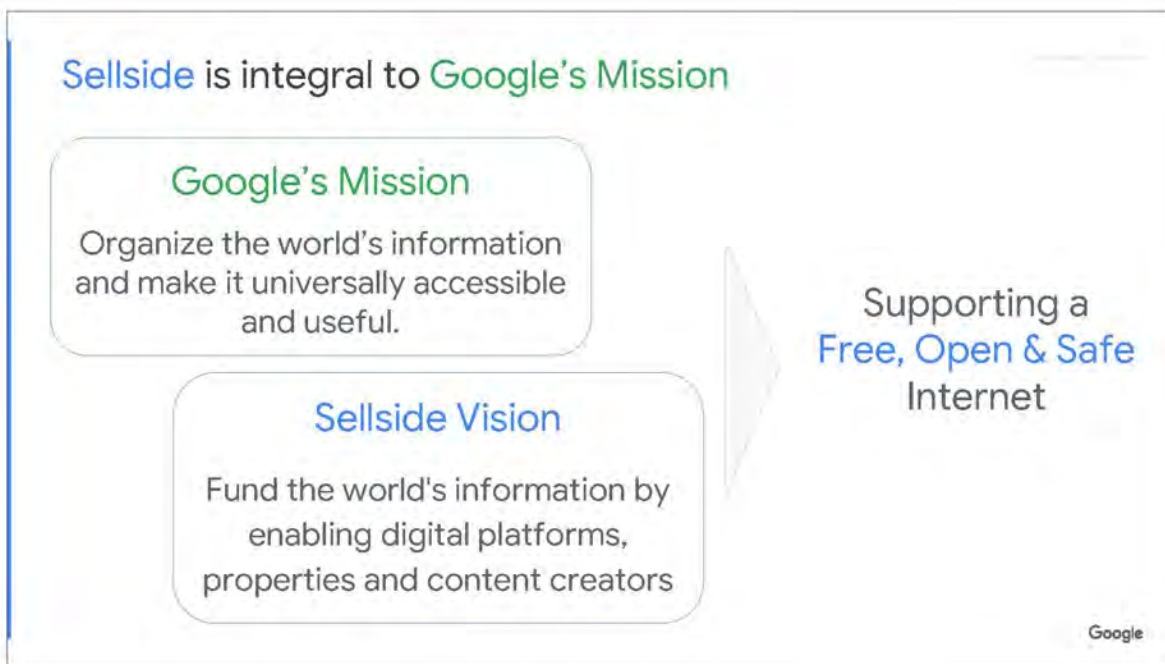
How can GBO deliver more orchestrated engagement with regulators and partners on regulatory matters, and will it deliver the right outcomes for our business?

Google





25 FTE supporting \$30B in gross rev - more than \$1B per FTE - very efficient department



## Sellside in Alphabet's Annual Report

Google Network  
is the Sellside!

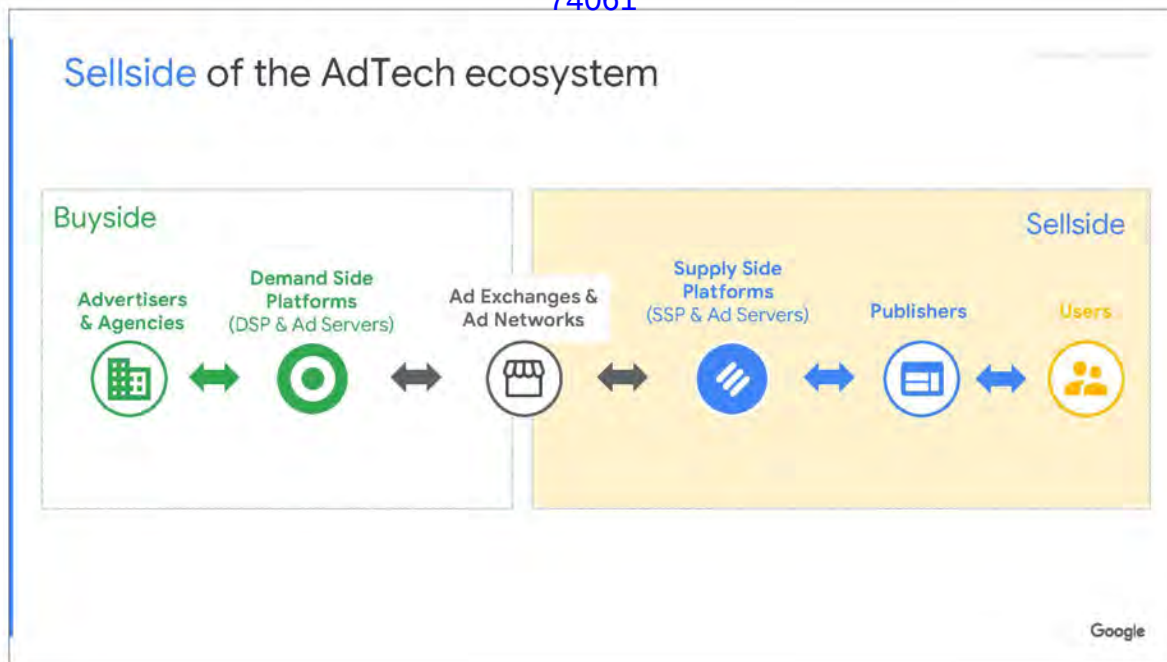


- 1 of 3 line items for Google advertising \$
- **\$31.7B in 2021**

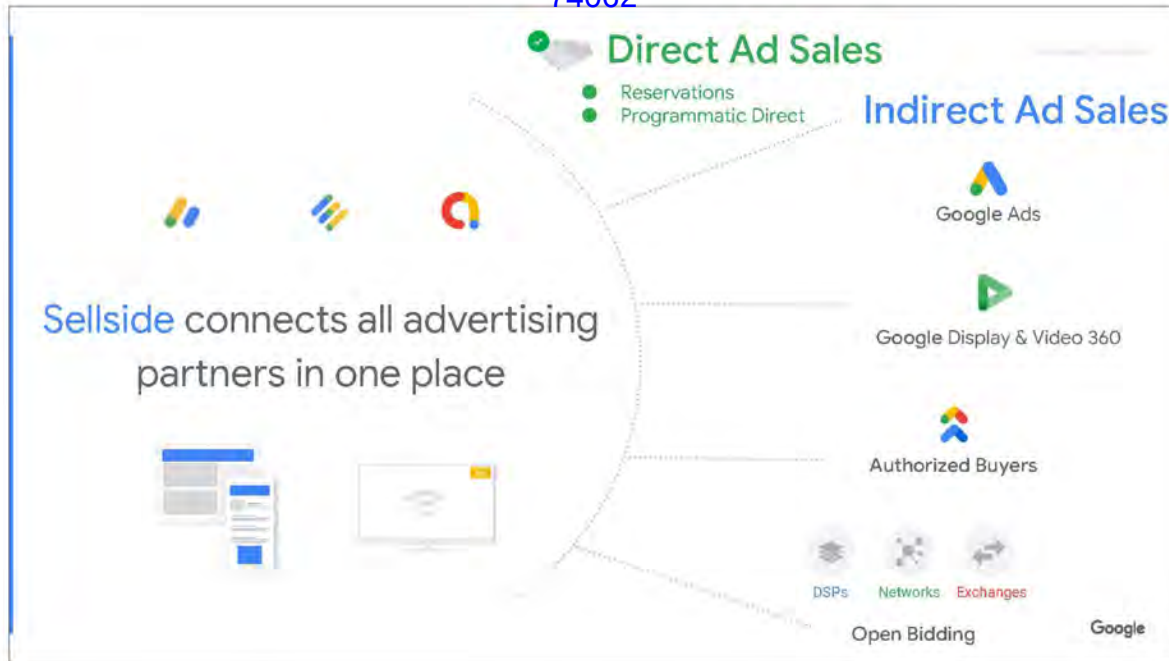
	Year Ended December 31,	
	2020	2021
Google Search & other	\$ 104,062	\$ 148,951
YouTube ads	19,772	28,845
Google Network	23,090	31,701
Google advertising	146,924	209,497
Google other	21,711	28,032
Google Services total	168,635	237,529
Google Cloud	13,059	19,206
Other Bets	657	753
Hedging gains (losses)	176	149
Total revenues	\$ 182,527	\$ 257,637

[Source: Alphabet 2021 Annual Report](#)

Google



Speak to how Goog O&O and walled gardens fit in here



Clarify the platform



Call out big names, read the numbers



## Global **Sellside** Sales Org: a unique group of stakeholders!


Sellside Org	Description	Buy-side comparable
<b>LPS</b> Large Publisher Sales	Head of business. High touch support model	LCS
<b>OPG</b> Online Publisher Group	Tier 1, Torso & Tail. Scaled support model	GCS

*Sellside* mostly reports through VP Scott Sheffer to GP President Don Harrison, with exception of EMEA Buy & Sell reporting through country managers!

Google


## What Publishers Care About

### Monetizing Efficiently



- Yield Maximization (i.e. High CPMs) across Direct & Indirect ad sales
- Appropriate ads density
- Supply chain & fee transparency
- Stable & predictable revenue

### Engaging Users Safely




- Annoying ads that interfere with user experience
- Untasteful ads that diminish publisher brand trust
- Compliance with local & global regulations & norms

Google


## Sellside 2023 Strategic Initiatives

### Core Focus




#### Monetization Excellence

Programmatic guaranteed, Floor optimizations. Real-time bidding, Fee transparency



#### Future of privacy & identity


Publisher-provided identifiers & audiences. Secure signals to connect data directly with advertisers



#### Automation & Insights


New experiment types & automation workflows. Optimized pricing. Benchmarks & insights.

### Innovation



#### New Inventory

New potential access to previously unaddressable inventory, particularly fintech, mobility & commerce

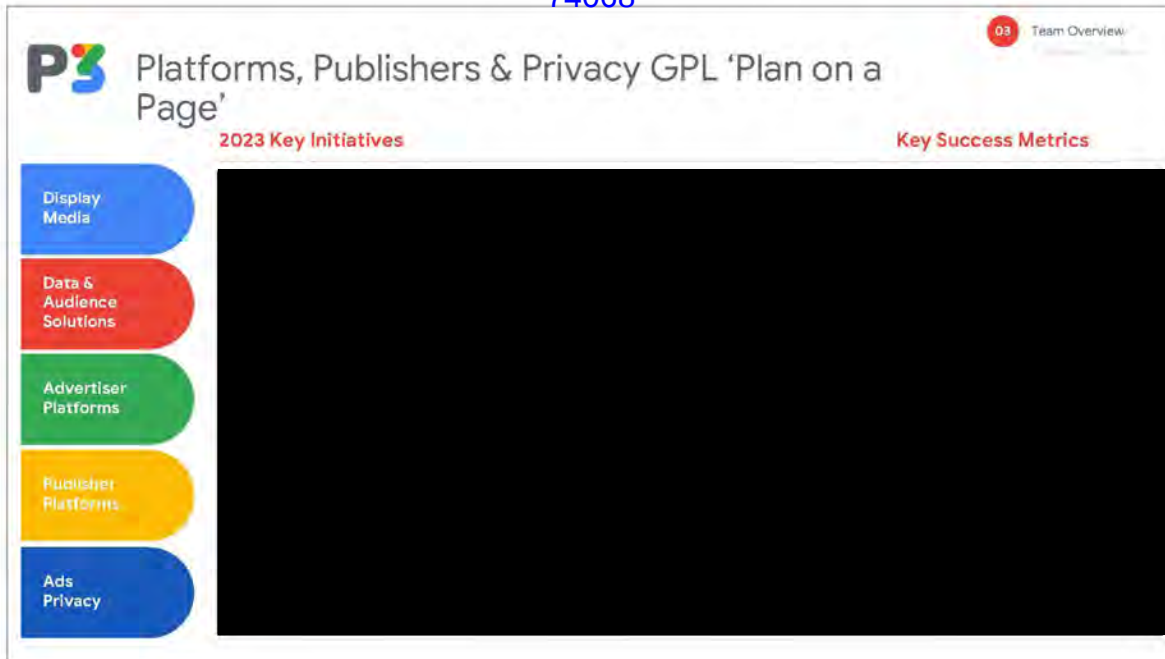


#### New Surfaces

Ads in virtual worlds. Ads on small screens in-store & in-transit.

Google

How competitors connect Buy & Sell



More detailed plans by team:

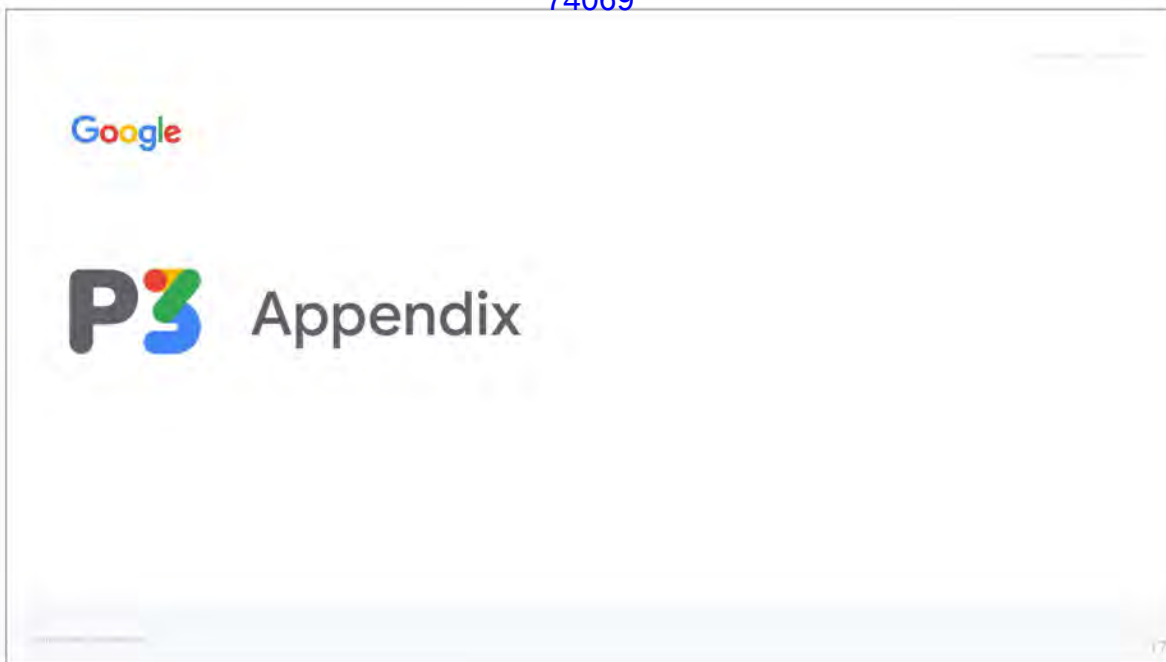
Display Media

DASH

Advertiser Platforms

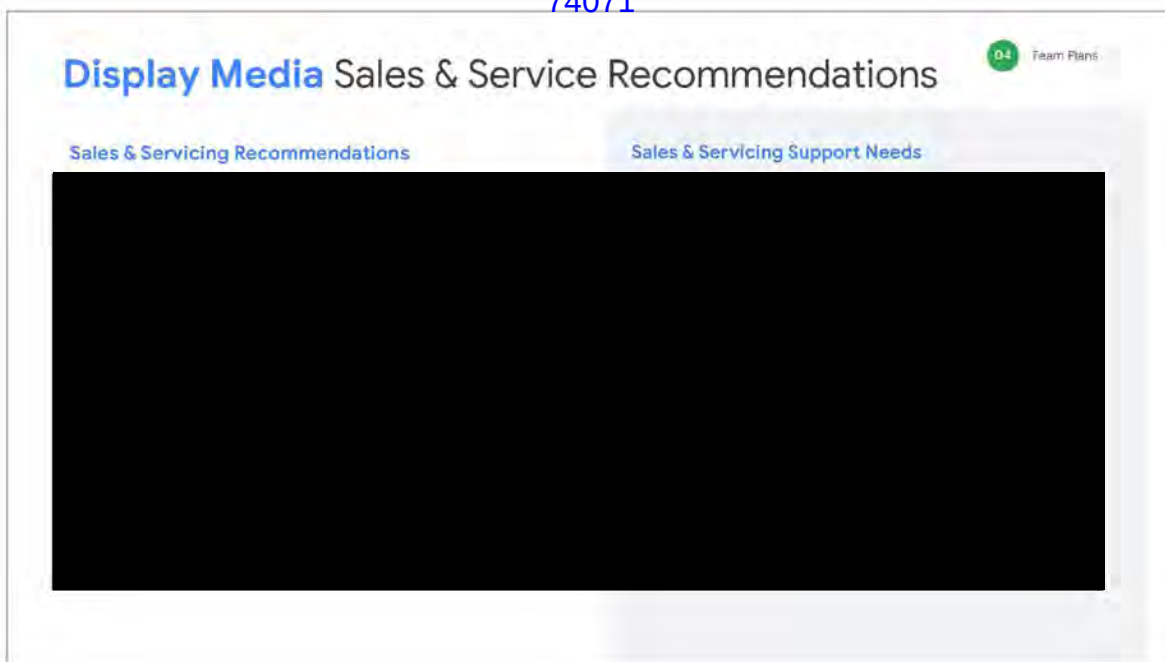
Publisher Platforms

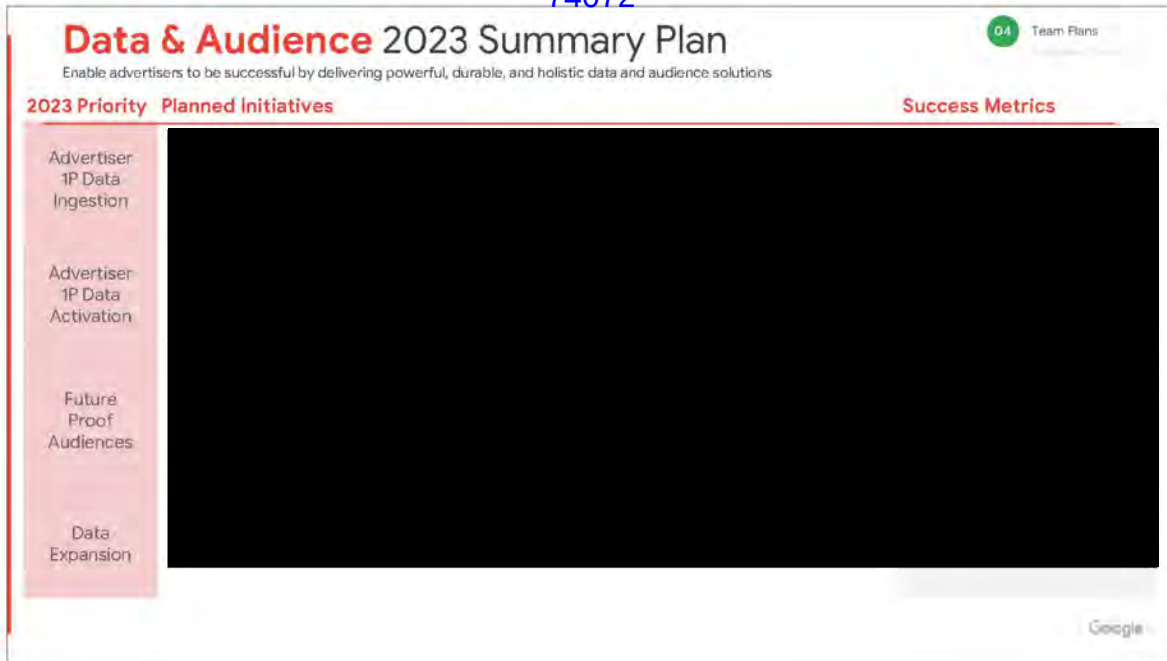
Ads Privacy



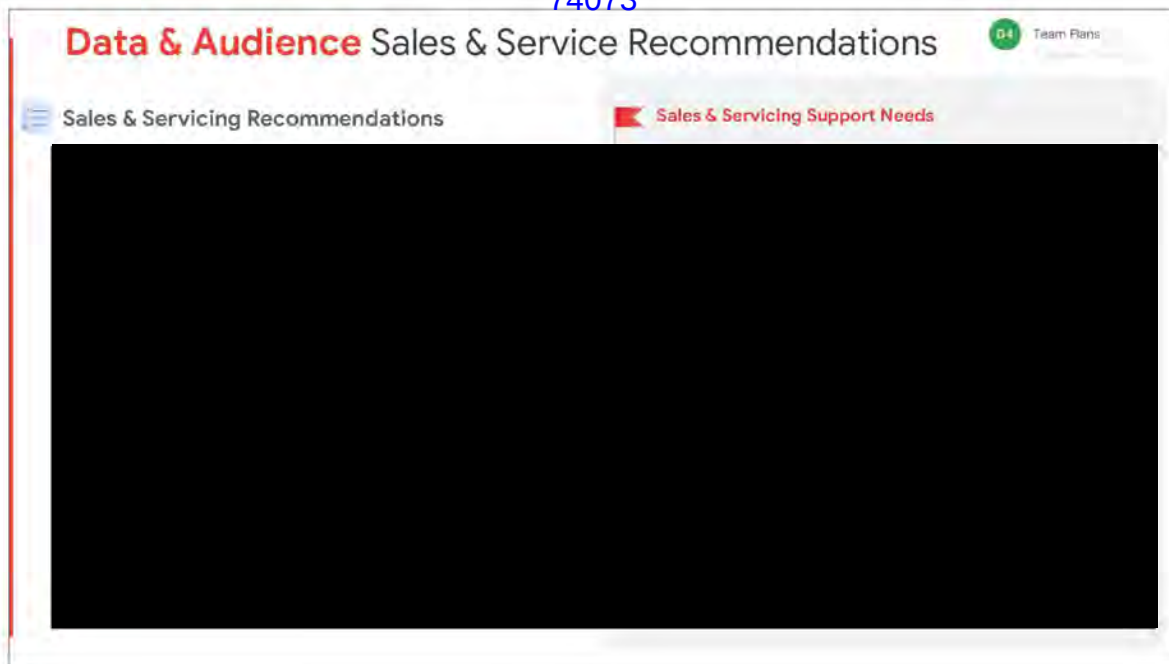
Display Media 2023 Summary Plan		
04 Team Plans		
2023 Priority	Planned Initiatives	Success Metrics
Evolve Go-to-Market		
Accelerate Universals & Attachments		
Privacy Transformation		
Innovation across buying doors		

Full Plan



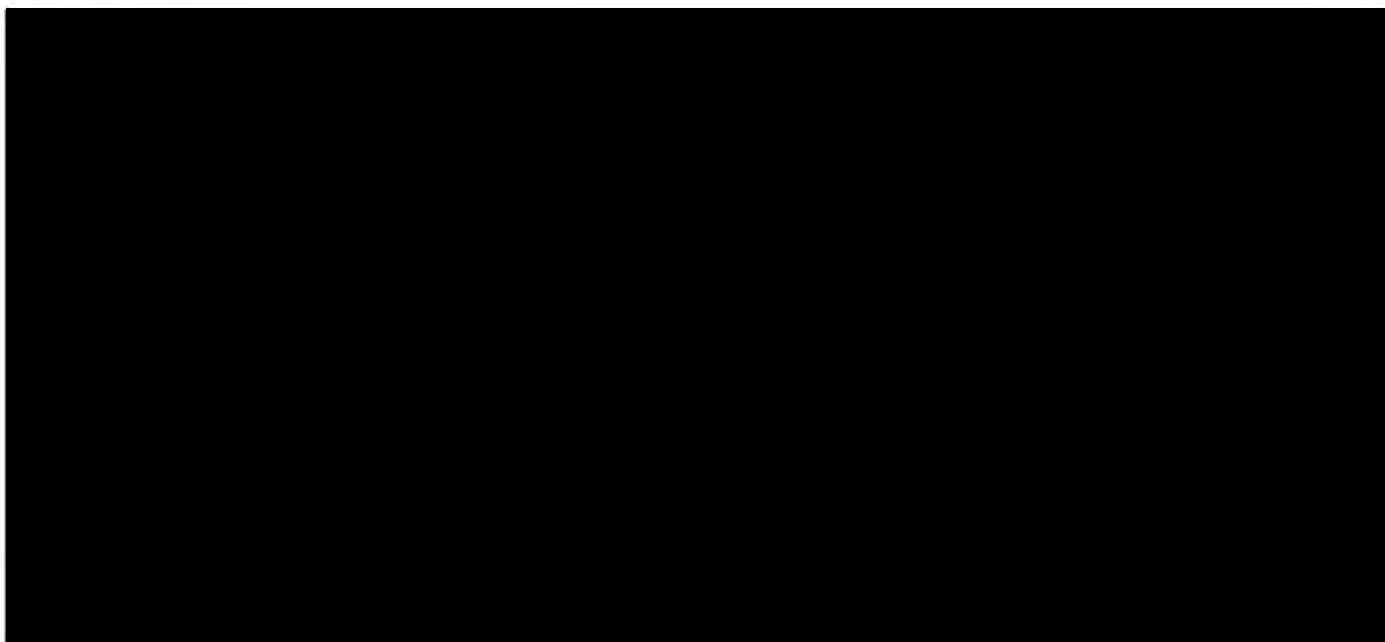


Team Plan



Advertiser Platforms 2023 Priorities Summary		
2023 Priority	Planned Initiatives	Success Metrics
New products and enhanced features built for cross-channel unification		
Customer loyalty and retention through investments in service, reseller and product partnerships		
Product and go-to-market excellence		

Full Deck



[External] Improve customer loyalty and retention through investments in service, reseller and product partnerships  
Resellers and Agencies: Scale our sales organization by delivering solutions, education and collateral for our Certified Partner Ecosystem. (METRICS: Global Partner C-Stat, measured by GCAS, GBX Deal Volume to 0)  
Enterprise Features and Commercials: Increase focus on partner enablers such as APIs and Advertiser Management Platform Services (AMPS) to enable customization and value creation by partners. Shift commercial focus from discounting to value capture with new fees tied to feature value and reseller price consistency that encourages differentiation on service versus access.  
Partner-First Go-To-Market and Narratives: Consolidate independent narrative efforts by feature areas and product initiatives to deliver a unified narrative and roadmap updates that empower our partners. Improve the agency experience and build communities across Tech, Media and Agency sales teams to maximize advertiser account coverage via a new 'Agency Experience Working Group' and 'GMP Communities' with GTM.

Display & Video 360 Product Partners: Expand DV360 integrations with non-Google solutions that deliver value and promote openness. (METRICS: Really Hard.)

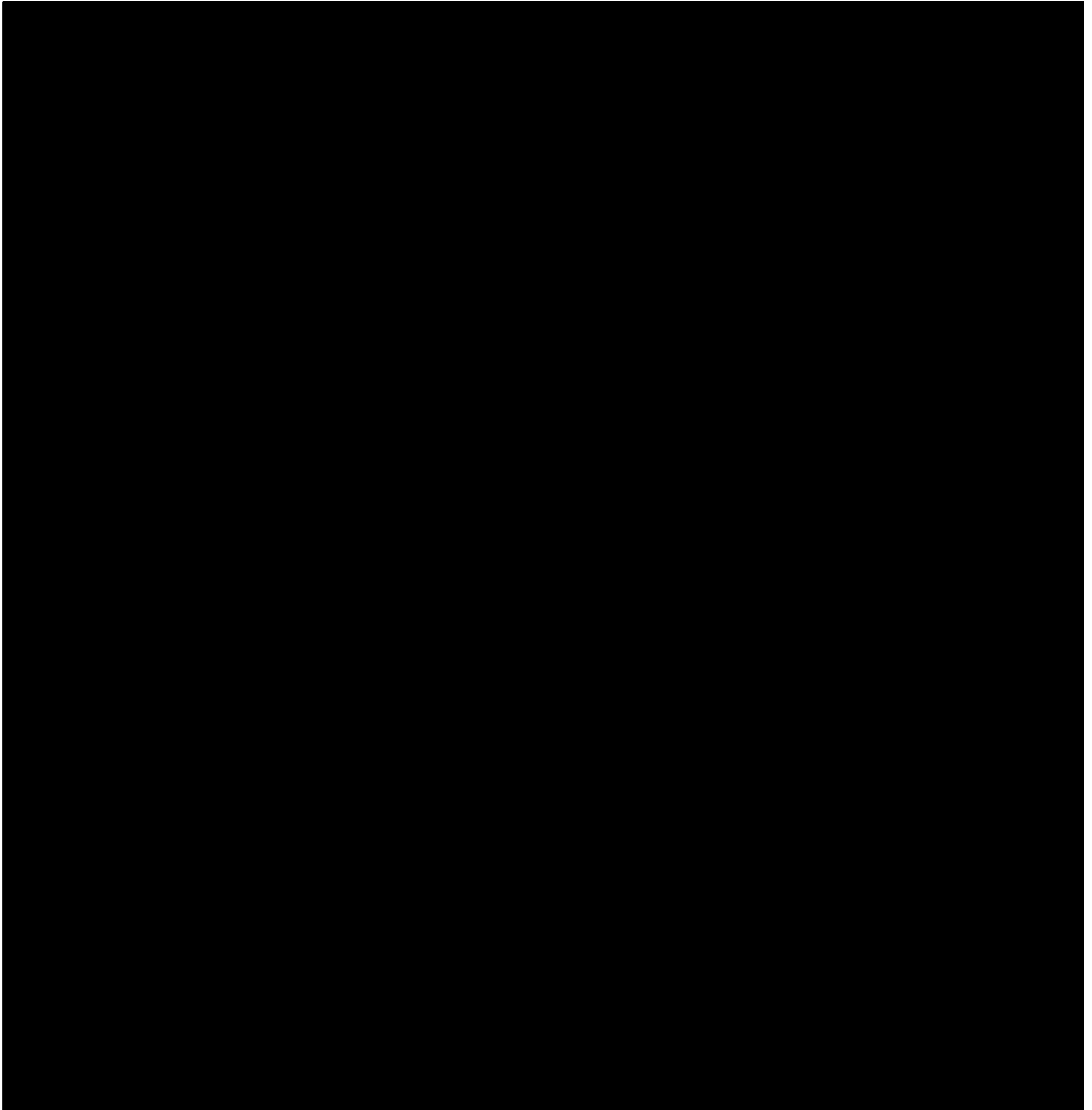
Inventory Strategy: Bring new rigor to the global exchange and inventory prioritization process. And, launch a new global publisher management engagement model across GPL, BD and Sales GTM.

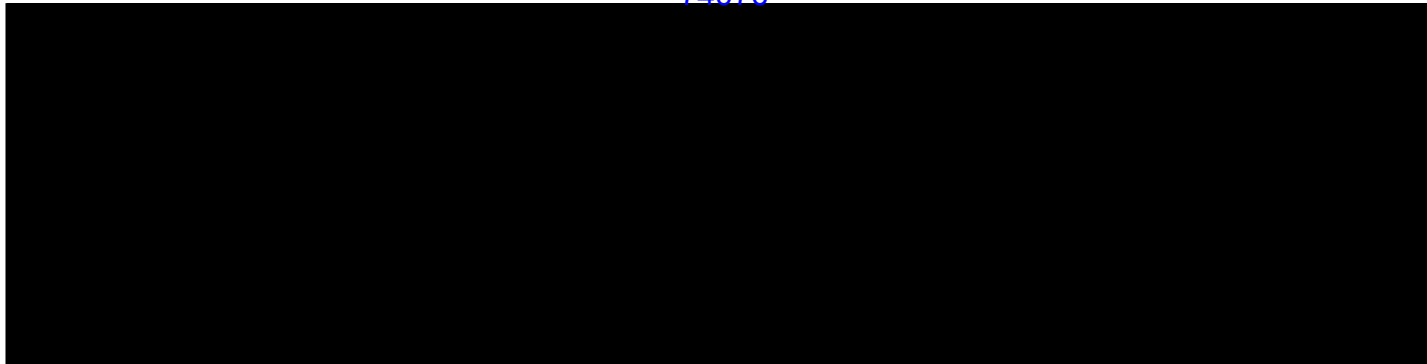
New Product Solutions: Expand on learning from Integral Ad Science and Double Verify to design a new suite of partner solutions that expands DV360 feature sets and openness.

Campaign Manager 360 Product Partners: Leverage CM360's buying door independence to increase adoption through trafficking and measurement integrations. (METRICS: GA4 / CM3 Account linkage, X new video integrations)

Measurement: Grow partnerships to support CTV and Video (i.e. ex. TTD, Netflix) as well as measurement integrations with GA4, landing 'Better Together' narrative.

Land Better Together Narrative - Provide guidance to sales and customers on how to leverage CM360 and GA4 measurement capabilities through and after 3pcd





04Team Plans

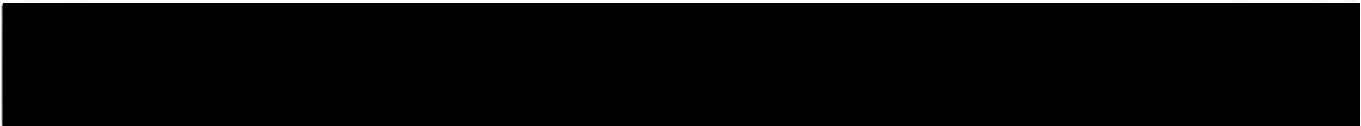
Advertiser PlatformsSales & Service Recommendations

Sales & Servicing RecommendationsSales & Servicing Support Needs

1

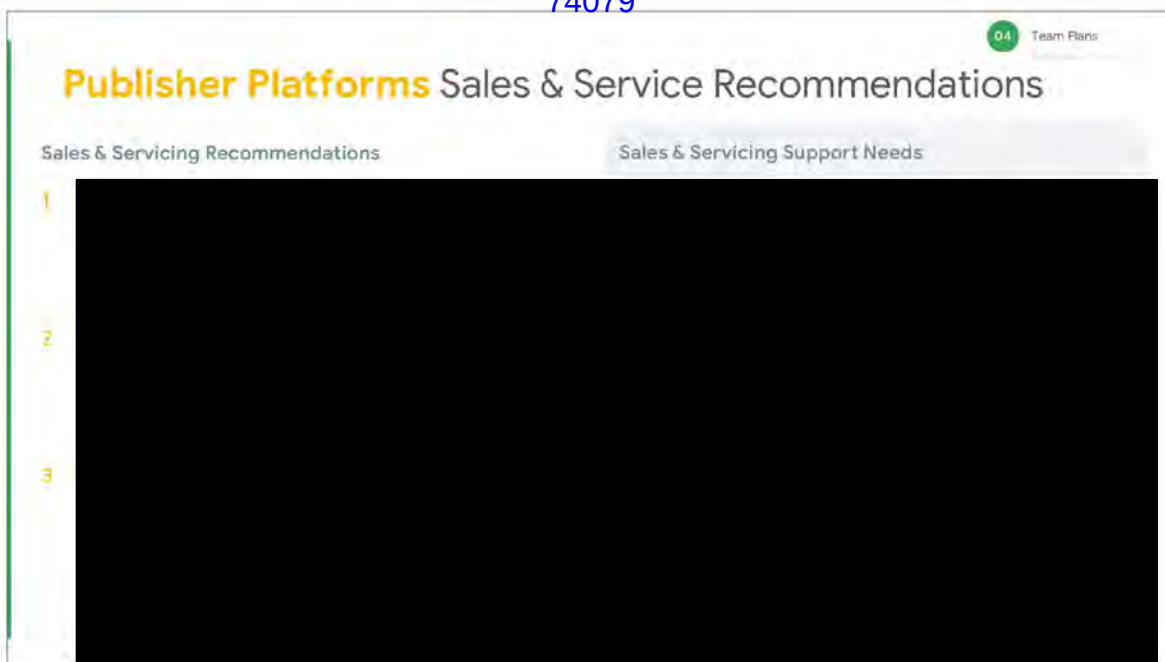
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Publisher Platforms 2023 Summary Plan		
Grow publisher revenues through innovative solutions that ensure user trust in an evolving and privacy-focused ads landscape		
2023 Priority	Planned Initiatives	Success Metrics
Monetization Excellence for partners		
Innovation to support future growth		
Trusted, Clean & Privacy-centric Ecosystem		

Full Plan  
Sales Metrics for 2023 (proposed)



Ads Privacy 2023 Summary Plan		
04 Team Plans		
2023 Priority	Planned Initiatives	Success Metrics
Amplify Privacy-durable solutions and new technologies in Ads		
Ensure Google ads compliance in ever-evolving regulatory environment		
Drive Ecosystem Engagement and momentum for Ads Privacy		
Build User trust through transparency & controls		

Team Plan

**Ads Privacy** Sales & Service Recommendations

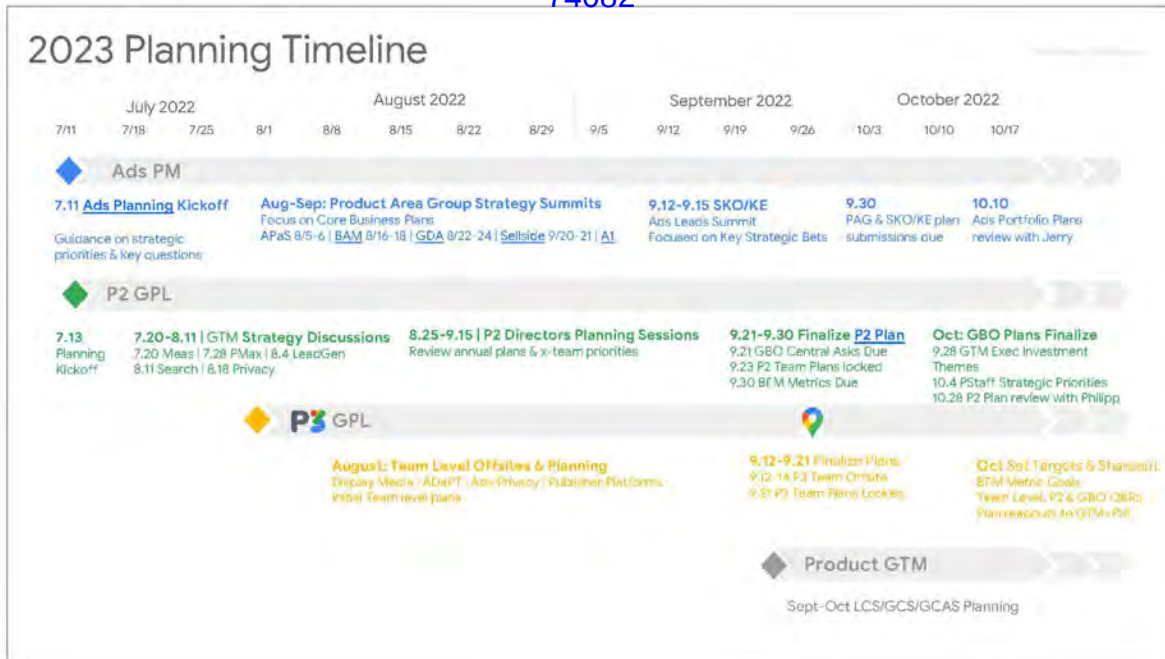
04 Team Plans

Sales & Servicing Recommendations

Sales & Servicing Support Needs

1.

2.



P2 Annual Planning Deck / 'homesite'  
P2 Leadership Annual Planning Slides  
Ads PA Planning Timeline (access gated)  
P2 Annual Planning Calendar  
Big Bet & Strategic Question Topics list (access gated)  
Ads 2025 Strategic Framework

Privacy Sandbox GPL 2023 Summary Plan		
		04 Team Plans
		Kavala
2023 Priority	Planned Initiatives	Success Metrics
<b>Build Ecosystem Confidence</b> Increase awareness and confidence in the Privacy Sandbox initiative		
<b>Enable Frontline Teams</b> Enable cross-google, frontline teams to inform, educate and drive ecosystem participation		
<b>Support Scaled Messaging</b> Partner with marketing and dev-rel on external materials		
<b>Share Market Feedback</b> Provide regular feedback to P&E product + GP summarizing sentiment, challenges, opps.		
<b>Share Google Ads Updates</b> Provide regular updates to P&E product and partnerships on google ads status/updates		
<b>Support CMA Compliance</b> Represent GBO in CMA		